



Public Schools of North Carolina

Strategic Goals and Accountability: Measuring What Matters

Planning Year Session III

Raleigh, NC

November 14, 2018

Agenda

- Session Objectives
- The responsibility of the board
- What does effective oversight look like?
- Turning ideas into action



Session Objectives

- Understand the responsibilities of the board to set clear goals, develop an accountability plan, and build tools to support the accountability plan
- Identify concrete steps the board can take to plan, monitor, and evaluate schools and leaders



The Responsibility of the Board

- Accountability begins and ends with the board.
- Three keys to successful accountability:
 - Consistency
 - Honesty
 - Intentionality



The Responsibility of the Board (cont.)

- What should the board evaluate each year:
 - Progress towards achieving goals
 - Performance of the school leader (or executive director)
 - Performance of the board
 - Progress towards charter renewal
- Develop strategic goals and measurement systems with this in mind



What does effective oversight look like?

- Focus on the right things (yours may differ):
 - Academic Excellence
 - Fiscal Viability
 - Legal Compliance
 - Board Effectiveness
 - School Improvement
- Follow three key steps:
 - Strategic planning
 - Oversight and monitoring
 - Evaluation and reflection



What does effective oversight look like? (cont.)

- Strategic Planning
 - Define your priorities
 - Clearly outline goals and objectives with a completion timeline (SMART goals)
 - Identify concrete outcomes aligned to your mission
 - Identify who is responsible and can impact certain goals and outcomes



What does effective oversight look like? (cont.)

- Set mission-aligned S.M.A.R.T. goals:
 - **Specific:** A specific goal has a much greater chance of being accomplished than a general goal.
 - **Measurable:** A clear criteria for measuring progress toward attainment of each goal set should be established.
 - **Attainable:** Goals that are important to the organization are easy to figure out how to make them come true.
 - **Realistic:** Realistic goals represent an objective toward which the organization is both willing and able to work.
 - **Time-Bound:** A goal should be time-bound. Deadlines too far in the future are easy to put off, goals set too close tend to be unrealistic and have little success.



What does effective oversight look like? (cont.)

- Oversight and Monitoring
 - Measure what matters

Measure Characteristic	Main Concern
Understandable	Can the performance measure be easily and clearly communicated?
Controllable	Can the results be controlled or significantly influenced under a designated span of control?
Actionable	Can action be taken to improve performance?
Credible	Is the performance measure resistant to manipulation?



What does effective oversight look like? (cont.)

- Oversight and Monitoring
 - Gather input and feedback along with data and observations
 - Parents, teachers, students, community members, etc.
 - Use the balanced scorecard approach
 - Measure a variety of things from internal process to external outcomes
 - Check-in on progress at every meeting
 - Establish a committee structure



What does effective oversight look like? (cont.)

- Evaluation and Reflection
 - Complete a comprehensive evaluation of the school director (or executive director)
 - Complete a comprehensive self-assessment and evaluation of the board
 - Schedule intentional time for strategic planning and evaluation towards goals
 - Celebrate success and be honest about areas for improvement



Turning Ideas into Action

- Review the SMART goals in your charter application. Are you measuring what matters? What priorities are missing?
- Create a scorecard or dashboard and review it at every meeting.
- Leverage your team and expertise to develop action steps and benchmarks for each goal.
- Develop your skills for analyzing data.
- Create an open and honest board culture.



QUESTIONS?

